Annual Report
1982-1983

# APEC

Annual Report
Table of Contents

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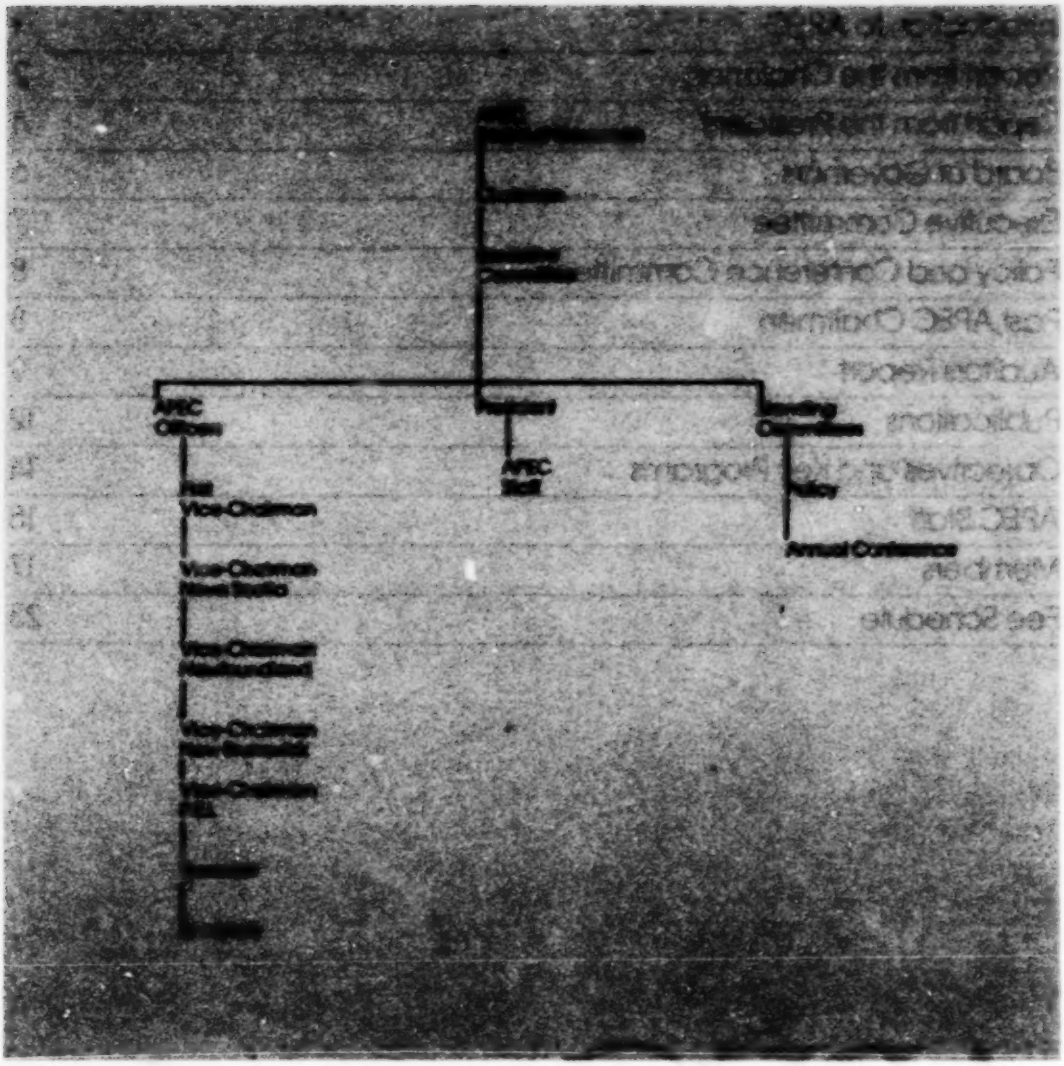
| | |
|---|---|
| Introduction to APEC | 1 |
| Report from the Chairman | 2 |
| Report from the President | 4 |
| Board of Governors | 6 |
| Executive Committee | 7 |
| Policy and Conference Committees | 8 |
| Past APEC Chairmen | 8 |
| Auditors Report | 9 |
| Publications | 12 |
| Objectives and Key Programs | 14 |
| APEC Staff | 15 |
| Members | 17 |
| Fee Schedule | 23 |


# APEC

atlantic provinces
economic council




APEC Corporate
Organization
Figure 1

# Introduction to APEC

Founded in 1954 by a group of concerned businessmen, APEC is an independent, not-for-profit organization whose membership includes large and small businesses, labour representatives, government and community agencies, academics and individuals. APEC's primary objective is to advance the economic development of the four Atlantic Provinces.

APEC pursues its aims by:

- ☐ Developing and promoting effective public policy in respect to the region.
- ☐ Seeking to change or replace traditional public attitude with a more aggressive market-oriented disposition.
- ☐ Commenting on emerging public policy and issues.
- ☐ Delivering a unique economic information service to its membership.
- ☐ Promoting economic cooperation among the four Atlantic Provinces and with the Federal Government.

APEC maintains its funding from four major sources:

- ☐ paid subscriptions for its publications
- ☐ membership fees
- ☐ government grants
- ☐ funded research

APEC is a federally-incorporated corporation. The Council is administered by a Board of Governors under the direction of a Chairman, First Vice-Chairman, four provincial Vice-Chairmen, a Treasurer and more than 20 Governors from all walks of life in Atlantic Canada. The Board meets four times a year and delegates interim decision-making responsibility to an Executive Committee. Special operating Committees of the Board include those for Policy, and the Annual Conference.

Management of the organization is the responsibility of the President who directs the work of a small professional, administrative and clerical staff. The APEC Corporate Organization is shown in Figure 1.

# Report from the Chairman

It was with a great deal of personal pride that I accepted the position as Chairman of APEC one year ago.

Like many not-for-profit organizations, APEC has often been distracted by financial difficulties. During the past two years, this problem has been compounded by the impact of the recession on the financial capacity of our membership. Fortunately, the Council received a $200,000 DREE grant which, along with our membership support, has enabled us to maintain our services and to undertake a more aggressive new posture.

At the 1982 Annual Meeting, the appointment of Bob Stuart as the new APEC President was announced. Bob assumed his new duties in late October and has been instrumental in directing an extensive campaign to rebuild APEC membership support.

APEC was disappointed this year by the withdrawal of the financial assistance of the Province of Newfoundland and Labrador. We hope that future discussions will lead to a renewal of their commitment. We are grateful for the continued grants from the other Atlantic Provinces.

A number of changes to the APEC Board of Governors occurred during this past year. Leaving the Board as of the 1982 Annual Meeting were Shirley Bradshaw, Tom DeBlois, Jr., Gerry Doucet, Dr. Bill Jenkins, Peter Nicholson, and David Scales. New appointees to the Board were Bill Gillis, Charles Linkletter, Rod McCulloch, and Roy Myers. Early in 1983, Bill Rowe resigned from the Board because of his transfer out of the region. At that time, Rod McLeod accepted the appointment as an APEC Governor.

Since the 1982 Annual Meeting, we have held three meetings of the APEC Board of Governors. In keeping with our policy of broadening APEC activities throughout the region, the meetings were held in Halifax, St. John's and Charlottetown. In conjunction with each of

the meetings in Charlottetown and St. John's, we hosted a reception for leaders of the local business, government and academic communities. Response was excellent and we plan to continue this practice.

The effectiveness of APEC is largely dependent upon the participation of the Board members. I would like to thank those who completed their terms on the Board, as well as those who have served during the past year. In particular, I would like to express my appreciation to the members of the Policy Committee whose hours of deliberation resulted in a new strategic plan for APEC. This effort has provided a foundation for detailed staff planning for future APEC operations.

This year has marked a turning point for APEC as we survived a financial crisis and charted a new course.

I look forward to our next year of operations during which we hope to consolidate our financial position and extend our role as a strong regional voice for Atlantic Canada.

David McD. Mann
Chairman of the Board

## Report from the President

This has been a busy and exciting year for APEC. We have concentrated on several key areas to rebuild financial viability, expand services, increase the APEC profile in the region, and improve administrative efficiency. The efforts and results in these areas are, of course, interrelated. APEC has suffered through financial difficulties before but not to the extent of the crisis in 1981-82. Survival was made possible by a Federal Government grant which provided financial breathing space, particularly when the effects of the recession were the most severe.

Key to our rebuilding effort was the establishment of a detailed plan. The strategic plan developed through the outstanding efforts of the Policy Committee provided a consistent foundation on which the remaining planning details were based.

Financial viability is dependent upon our ability to provide services which will return a revenue stream. APEC must not consider itself as simply a charitable, albeit worthy, cause subject to annual donations. We provide our members with three services — Promotion of Public Policy, Publications and, Intervention on behalf of the region. A careful cost analysis provided us with the basis of a new fee structure which was approved by the Board of Governors and implemented 1 July. The new structure provides a closer match between fees paid and services received. Response to the new structure has been overwhelmingly positive, including the new category of membership called Patron. This category entails a fee of $3000 to $5000 annually with a commitment of three years. McCain Foods Ltd. became our first Patron in August and several other major members have indicated their intention to join this special group when they renew their membership.

This year we accepted invitations to meet with Hon. Don Johnston, Minister of State for Economic and Regional Development, Hon. Marc Lalonde during his pre-budget consultations, and we presented a major brief to the House of Commons Standing Committee on Regional Development. We also made a major presentation to the Royal Commission on the Economic Union and Development Prospects for Canada. In order to encourage response to that Commission, we presented seminars for the business communities in Saint John, Charlottetown, Dartmouth and Sydney.

In addition to our regular publications, we are currently preparing the third edition of *Atlantic Canada Today*. This highly used regional economic handbook is due for release by the end of 1983. We are also completing our portion of the Tri-Regional Study, an examination

of economic linkages between Atlantic Canada, Quebec and New England.

This year, on behalf of APEC, I had the personal opportunity of visiting not only all four Atlantic Provinces but, additionally, most of the rest of Canada as well. Early in the year, I was able to undertake a major, and successful, marketing trip to Ottawa, Toronto, Calgary and Vancouver. Regular APEC business provided visits throughout the region.

One of my personal highlights of the year was the opportunity to address several major Conferences. These included the Seventh Canadian National Energy Forum, The Conference Board of Canada's Conference on the Atlantic Business Outlook, the Governor General's Study Conference and "Port Day 83". These presentations, along with the many others by APEC personnel, provide an excellent chance to increase the APEC profile as well as further our aims.

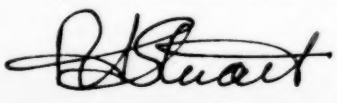
Staff changes this year have been minimal but very positive. Elizabeth Beale was promoted to Chief Economist and Lois Duffy to Officer Manager. Maurice Mandale joined the APEC staff on a full time basis in April with the title of Economist and Editor-Publications.

A number of major changes have been implemented to increase APEC's administrative efficiency. We have improved our office layout by disposing of excess furniture and equipment, installing word processing facilities and rearranging the office layout. The most noticeable change has been the development of a new logo for our letterhead and all publications. We have also provided a new brochure which has proven to be a valuable marketing tool.

Although it has been a most eventful and successful year, we cannot lose our momentum. We still have a long way to go in consolidating our financial position and increasing our services, our credibility and our influence.

I would like to thank the Board of Governors and especially the Policy Committee for their efforts and support during the past year. Additionally, I must thank the staff of APEC without whose hard work and dedication we would not have made such progress.

It has been a tough but satisfying year. I feel confident that the future will see us continue to grow and prosper along with the optimistic future we see for the Atlantic region.



Robert A. Stuart, P. Eng.
President

# Board of Governors

The Board of Governors consists of some 30 members of which eighteen are elected for a two-year term at the Annual General Meeting and the remainder are appointed for a one-year term by the elected members. Each province is represented by a minimum of four Governors. The APEC Board of Governors for 1982-83 is:

**Frederick J. Arsenault**
Deputy Minister
Office of Government Reform
Fredericton, N.B.

**W. E. Belliveau**
President
Info Marketing Ltd.
Halifax, N.S.

**Dr. Chesley Blackwood**
President
Clarenville Ocean Products Ltd.
St. John's, Nfld.

**Neil J. Buchanan**
Proprietor
Canadian Tire Associate Store
Charlottetown, P.E.I.

**D. Wallace Clark**
President & General Manager
Bowater Newfoundland Ltd.
Corner Brook, Nfld.

**Tom Collingwood**
Vice-President
Baine, Johnston & Co. Ltd.
St. John's, Nfld.

**Dr. Tom Connor**
Consultant
Coles Associates Ltd.
Charlottetown, P.E.I.

**Martin Eisenhauer**
President
Atlantic Bridge Company Limited
Lunenburg, N.S.

**J. R. Ellis**
Senior Vice-President
Atlantic Region
Bank of Montreal

**R. W. Emberley**
President
Saga Developments Ltd.
Halifax, N.S.

**Lawrence D. Fahey**
President
Labrador Inn
Goose Bay, Labrador

**David A. Ganong**
President
Ganong Bros. Ltd.
St. Stephen, N.B.

**William B. Gillis**
Manager
Condon's Yarns
Charlottetown, P.E.I.

**Harold C. Gunter**
Chairman of the Board
Neill & Gunter Ltd.
Fredericton, N.B.

**Tom Kent**
Mabou, N.S.

**Paul LePage**
United Steel Workers of America Intl.
Bathurst, N.B.

**Charles E. Linkletter**
President
The Linkletter Motel Ltd.
Summerside, P.E.I.

**R. A. McCulloch**
Managing Partner
Clarkson Gordon
Halifax, N.S.

**Rev. Desmond McGrath**
St. John's, Nfld.

**J. R. McLeod**
President & General Manager
Oland Breweries Ltd.
Halifax, N.S.

**Edward M. MacNeil**
President
Cape Breton Construction Trades Council
New Waterford, N.S.

**John F. McNeill**
President & General Manager
McNeill Management Ltd.
St. John's, Nfld.

**David McD. Mann, Q.C.**
Cox, Downie & Goodfellow
Halifax, N.S.

**Roy W. Myers**
President
Ultramar Canada Inc.
Newfoundland Division
St. John's, Nfld.

**W. H. R. Smith**
Vice-President – Finance
New Brunswick Telephone Co. Ltd.
Saint John, N.B.

**Joseph V. Streeter**
Investment Dealer
Pitfield MacKay Ross Ltd.
Saint John, N.B.

**George T. Urquhart**
Chairman of the Board
Enheat Inc.
Moncton, N.B.

**Robert Watson**
N.B. Federation of Agriculture
Grand Falls, N.B.

# Executive Committee

The Executive Committee meets on a regular basis to review APEC activities and financial status. Members of the Committee include the Chairman of the Board, the First Vice-Chairman, Provincial Vice-Chairmen, Treasurer, Secretary and President. In 1982-83, the Executive Committee also carried out the responsibilities of the Nominating Committee.

**George T. Urquhart**
Past Chairman

**J. R. (Pat) Ellis**
Treasurer

**W. E. (Bill) Belliveau**
Vice-Chairman N.S.

**Dr. Tom Connor**
Vice-Chairman P.E.I.

**David A. Ganong**
First Vice-Chairman

**Lois G. Duffy**
Secretary

**Harold C. Gunter**
Vice-Chairman N.B.

**Larry D. Fahey**
Vice-Chairman Nfld. & Labrador

## Policy & Conference Committees

**Policy Committee** The Policy Committee is responsible to identify and assess issues and articulate APEC policy positions. The Policy Committee also reviews APEC research programs. Members of the Policy Committee for 1982-83 are: **Chairman:** David A. Ganong. **Members:** Dr. Tom Connor, Elizabeth J. Beale, J. R. (Pat) Ellis, Larry D. Fahey, Harold C. Gunter, Tom Kent, David McD. Mann, R. A. (Bob) Stuart, William E. Belliveau.

**Conference Committee 1983** The 1983 Annual APEC Conference is being held at the Lord Nelson Hotel, Halifax during October 23-25. The Conference theme is "Exports Profit". Members of the Conference Committee are: **Chairman:** R. A. (Rod) McCulloch. **Members:** Rick W. Emberley, J. R. (Rod) McLeod, Connla T. Wood, R. A. (Bob) Stuart.

## Past APEC Chairmen

| | |
|---|---|
| R. Whidden Ganong | 1955-1956 |
| * R. J. Rankin | 1957-1958 |
| Dr. Frank Mackinnon | 1958-1959 |
| * Arthur Johnson | 1959-1961 |
| Prof. W. Y. Smith | 1961-1962 |
| Gerald E. Martin | 1962-1963 |
| * John S. Wright | 1963-1965 |
| John R. O'Dea | 1965-1966 |
| Gilbert Finn | 1966-1968 |
| C. R. MacFadden | 1968-1970 |
| Stephen Weyman, M.D. | 1970-1972 |
| * D. J. O'Connell | 1972-1974 |
| L. G. Hudson | 1974-1975 |
| A. A. Brait | 1975-1977 |
| G. J. Doucet | 1977-1980 |
| George T. Urquhart | 1980-1982 |

* Deceased

**NOTE:** In 1981 the title of the senior member of the Board of Governors was changed from "President" to "Chairman" and the title of the senior member of the permanent staff was changed from "Executive Vice President" to "President". These changes reflect APEC's status as a private corporation.

# Auditors' Report

To the Members of Atlantic Provinces Economic Council

We have examined the balance sheet of the Atlantic Provinces Economic Council as at June 30, 1983 and the statement of revenue and expenditure for the year then ended and have obtained all the information and explanations we have required. Our examination was made in accordance with generally accepted auditing standards, and accordingly included such tests and other procedures as we considered necessary in the circumstances.

In our opinion, and according to the best of our information and the explanations given to us and as shown by the books of the Council, these financial statements are properly drawn up so as to exhibit a true and correct view of the affairs of the Council as at June 30, 1983 and the results of its operations for the year then ended, in accordance with generally accepted accounting principles applied on a basis consistent with that of the preceding year.

Halifax, Canada
August 11, 1983

Barnes, Nicholl Company
CHARTERED ACCOUNTANTS

**ATLANTIC PROVINCES ECONOMIC COUNCIL**

**BALANCE SHEET JUNE 30, 1983**

**ASSETS**

| | 1983 | 1982 |
|---|---|---|
| **Current assets** | | |
| Cash | $ 19,192 | $ 3,953 |
| Accounts receivable | 48,800 | 35,045 |
| Deferred contract costs (note 1) | | 11,010 |
| Prepaid expenses | 2,956 | 1,995 |
| | 70,948 | 52,003 |
| **Fixed assets, at cost** | | |
| Office equipment | 43,332 | 45,778 |
| Less: Accumulated depreciation | 26,491 | 25,460 |
| | 16,841 | 20,318 |
| | $87,789 | $72,321 |

**LIABILITIES**

| | | |
|---|---|---|
| **Current liabilities** | | |
| Bank indebtedness | | $23,000 |
| Accounts payable and accrued expenses | $23,224 | 36,821 |
| Deferred membership contributions | 58,261 | 65,050 |
| Deferred conference costs | 1,074 | 853 |
| Current portion of long term debt | 1,380 | 1,380 |
| | 83,939 | 127,104 |
| **Long term debt** | 2,315 | 3,695 |
| **Surplus (deficit)** | 1,535 | (58,478) |
| | $87,789 | $72,321 |

Approved on behalf of the Board,
David McD. Mann, Director
J. R. Ellis, Director

**ATLANTIC PROVINCES ECONOMIC COUNCIL**

**STATEMENT OF REVENUE AND EXPENDITURE**

**FOR THE YEAR ENDED JUNE 30, 1983**

| BUDGET 1983 | | ACTUAL 1983 | 1982 |
|---|---|---|---|
| | **Revenue** | | |
| $115,585 | Membership fees and contributions | $122,369 | $128,552 |
| 5,000 | Advertising supplement, net | 2,669 | 4,331 |
| 12,000 | Annual meeting, net | 7,990 | 4,952 |
| 60,000 | Atlantic Provinces Provincial Government Grants (note 2) | 48,800 | 47,400 |
| 700 | Investment income | 1,045 | 261 |
| 900 | Other income | 1,884 | 6,508 |
| 3,300 | Rent and services | 3,300 | 4,000 |
| 36,700 | Research contracts | 14,090 | 68,297 |
| 234,185 | | 202,147 | 264,301 |
| | **Expenditure** | | |
| 2,000 | Advertising and promotion | 1,533 | |
| 1,950 | Auditors' fees | 1,950 | 1,950 |
| 4,500 | Car expenses | 4,832 | |
| 4,500 | Conferences | 1,754 | |
| 3,200 | Depreciation | 3,193 | 3,295 |
| 7,700 | Employee benefits | 12,657 | 6,951 |
| | Executive placement costs | | 2,333 |
| 1,000 | Fees | 380 | 626 |
| 300 | Insurance | 235 | 216 |
| 615 | Interest and bank charges | 2,207 | 2,838 |
| 600 | Interest on long term debt | 619 | 1,103 |
| 3,000 | Library | 4,895 | 6,788 |
| 1,300 | Maintenance of equipment | 1,019 | 532 |
| 1,500 | Meetings – Board of Governors | 3,839 | 1,179 |
| 3,000 | Miscellaneous | 2,449 | 3,109 |
| 12,000 | Moving and relocation expenses | 13,514 | 4,337 |
| 3,300 | Postage and express | 3,182 | 2,908 |
| 28,600 | Printing and publications | 50,071 | 38,803 |
| 25,500 | Rent | 28,651 | 38,713 |
| 8,700 | Rental of equipment | 8,318 | 7,120 |
| 5,000 | Research contract costs | 14,548 | 30,100 |
| 181,350 | Salaries $181,799 | | |
| | Less applied to contracts and activities (25,893) | 155,906 | 98,402 |
| 3,600 | Stationery and office supplies | 4,091 | 2,834 |
| 1,900 | Taxes | 2,013 | 1,817 |
| 7,500 | Telephone | 6,651 | 10,727 |
| 18,000 | Travelling | 13,627 | 25,895 |
| 330,615 | | 342,134 | 292,576 |
| (96,430) | Excess (expenditure) revenue before Federal Grant | (139,987) | (28,275) |
| 200,000 | Federal Grant (note 4) | 200,000 | |
| $103,570 | Excess revenue (expenditure) for the year | $ 60,013 | $(28,275) |

**ATLANTIC PROVINCES ECONOMIC COUNCIL**

**STATEMENT OF SURPLUS**

**FOR THE YEAR ENDED JUNE 30, 1983**

| | 1983 | 1982 |
|---|---|---|
| **Deficit, beginning of the year** | | |
| As previously reported | $(39,503) | $(30,203) |
| Adjustment of Newfoundland grant receivable (note 2) | (18,975) | |
| As restated | (58,478) | (30,203) |
| Excess revenue (expenditure) for the year | 60,013 | (28,275) |
| Surplus (deficit) for the year | $ 1,535 | $(58,478) |

**ATLANTIC PROVINCES ECONOMIC COUNCIL**

**NOTES TO THE FINANCIAL STATEMENTS**

**JUNE 30, 1983**

1. Significant Policies

   (a) Revenue and costs on contracts are recognized only as they are completed. At June 30, 1983, all contracts were completed.

   (b) Depreciation for office equipment is provided on a straight line basis over a period of 10 years.

   (c) Membership fees are paid in advance for one year. Deferred membership fees, accordingly, represent the unexpired portion of fees as at June 30, 1983.

2. Prior Period Adjustment

   The Province of Newfoundland has discontinued its contribution to APEC for 1982 and 1983. A grant in the amount of $18,975 had been recorded as accounts receivable and revenue in 1982 and a retroactive adjustment has been reflected in the financial statements with the comparative figures restated accordingly.

3. Operating Leases

   The Council has entered into agreements to lease certain office equipment. For accounting purposes, these leases are classified as operating leases. Future minimum lease payments for the following five years are as follows:

| | |
|---|---|
| 1984 | $10,516 |
| 1985 | 8,533 |
| 1986 | 6,355 |
| 1987 | 5,269 |
| 1988 | 5,269 |
| | $35,942 |

4. Federal Grant

   Grants approved by the Government of Canada through the Department of Regional Economic Expansion amounting to $200,000 were received prior to June 30, 1983 and accordingly recorded as revenue for the period.

# Publications

APEC publications are perhaps the most visible services provided to subscribers to the Council, and the past year has seen two noteworthy developments to the publications program. Firstly, a new format was adopted for both the quarterly Atlantic Report and the APEC Newsletter (published eight times annually) early in 1983. This was the first time in more than five years this format had been changed. Secondly, there has been a concerted attempt to make all published materials more readable and more accessible to the membership. This has included, for example, a movement away from longer articles which have traditionally formed the bulk of the Newsletter's contents, towards shorter articles of a more general interest. This aims to fulfill the Newsletter's role as a more topical, timely medium of information.

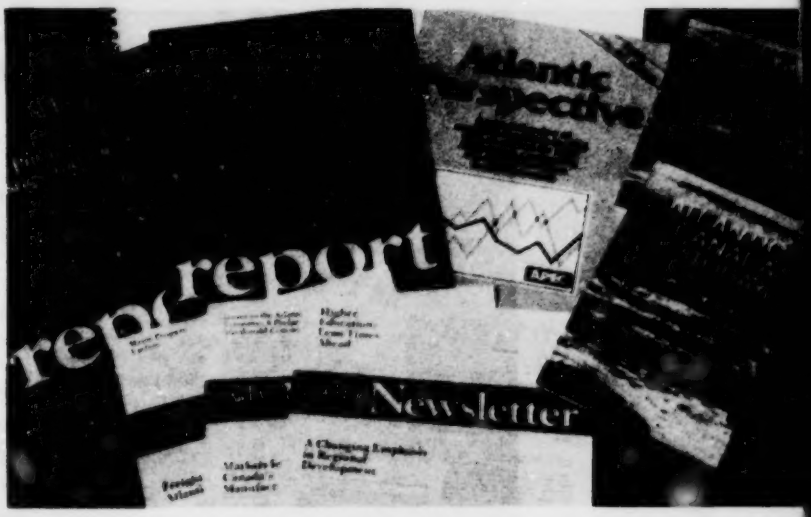
Atlantic Report continues to be a more substantial review and outlook of the principal economic sectors in all four Atlantic Provinces. Provincial reports examine the performance of each provincial economy, and offer outlooks for the short-term future. In each issue of Atlantic Report there is also a specially prepared lead article which addresses a theme of current importance. The last four lead articles have dealt with Consumer Spending in Atlantic Canada; The Atlantic Labour Market: Changes and Characteristics; Major Projects in Atlantic Canada (which has become a regular and popular feature each year); and Public Debt: Issues and Options (which also incorporated the regular APEC review of the four provincial budgets). The issue of Atlantic Report which coincides with the annual conference deals with Export Trade and Atlantic Canada.

In addition to these regular publications, the second in a series of year-end reviews was prepared for Atlantic Insight magazine. This was published as a supplement to Insight in January 1983. Arrangements have also been made to prepare an extended supplement to appear in the December 1983 issue.

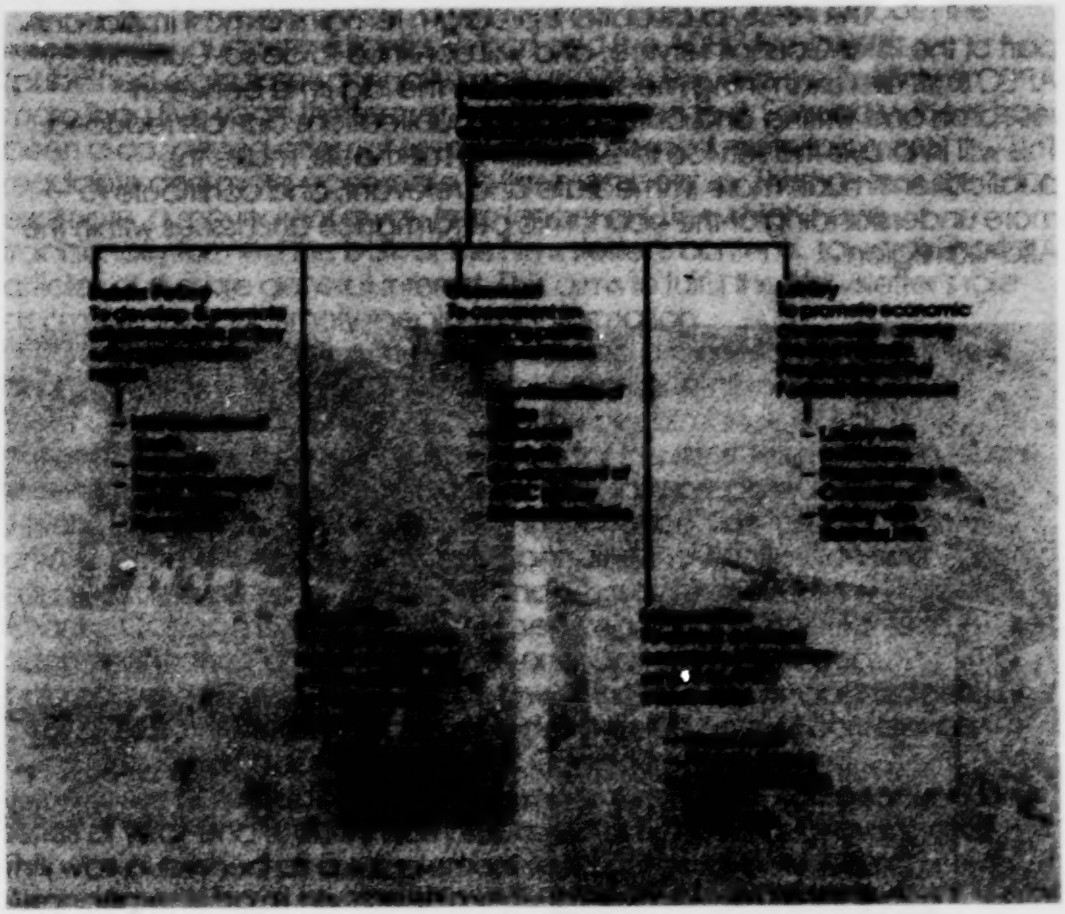
As well as providing a valuable service to subscribing members, the publications are also a means to expose APEC itself to the media. All issues of either Atlantic Report or the Newsletter elicit several inquiries and requests for interviews, and are frequently quoted directly in

the press. Other special interest groups in the region often request permission to reprint entire articles as part of one of their own publications.

The APEC publications program remains a most important part of the total Council service, and will continue to do so. Currently, APEC staff are examining means whereby the lag time between research and writing and actual issue of publications can be reduced. This will improve the service to subscribing members, make the publications much more immediate and relevant, and contribute to more understanding of the economic performance and issues within the Atlantic region.



APEC activities are best described by the following chart which illustrates APEC objectives and the programs which help achieve them.



APEC Objectives and Key Programs
Figure 2

## APEC Staff

The day to day affairs of APEC are handled by the permanent staff who operate from the office in Halifax. The staff organization is shown in Figure 3 which also indentifies key responsibilities.

APEC staff are well qualified and bring a wide range of experience to the organization. They are:

**President: Robert A. Stuart, B. Eng., MASc, MBA, P. Eng.**

Bob is a native of Montague, Prince Edward Island and is a graduate of Royal Military College, University of Toronto and Simon Fraser University. He has some 20 years experience in management in the Canadian Armed Forces, government, and industry. Prior to joining APEC in 1982, he was a consultant in Management Engineering in Western Canada.

**Chief Economist: Elizabeth J. Beale, BA, MA**

Elizabeth is a graduate of the University of Toronto and Dalhousie University, did her Ph.D. course work at Queen's University, and is currently completing her doctorate in economics. She has several years experience in managing economic studies and prior to joining APEC in 1980, worked for the Nova Scotia Department of Mines and Energy.

**Office Manager — Lois G. Duffy, BA, CPS**

Lois is a native of New Brunswick, a graduate of Acadia University, and has worked for APEC since the organization was founded in 1954. She is not only the Senior Administrator, but has been a major force in managing APEC's survival through difficult times in the past.

**Editor-Publications & Economist — Maurice Mandale, MA, MPhil**

Maurice is a graduate of St. Andrews University and the University of London and has undertaken post-graduate studies at the University of Minnesota. Maurice has almost 15 years experience in the field of resource economics and joined APEC this year on a full-time basis after work as a consultant with the Maritime Resource Management Service.

**Economist — William R. Steele, B Comm**

Bill is a native of Sydney, Cape Breton, and is a graduate of St. Mary's University. He is currently completing his MA in economics. Bill has several years experience as an economist and, prior to joining APEC in 1979 worked for the Nova Scotia Department of Labour.

**Economist — J. Fred Morley, BSc, BA**

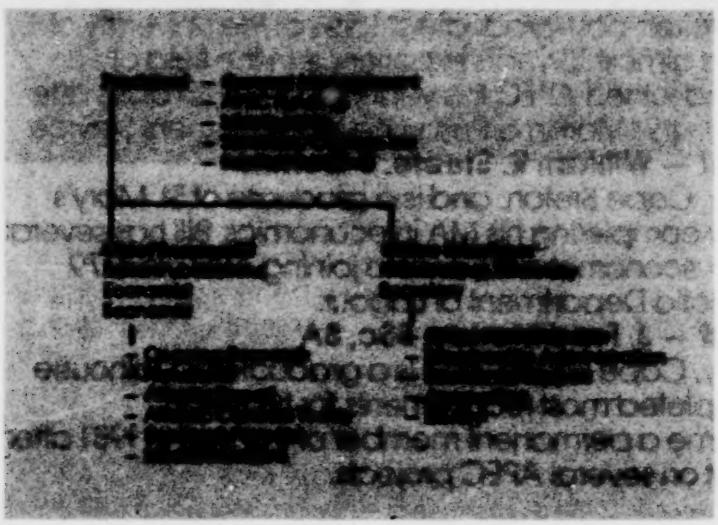
Fred is also from Sydney, Cape Breton, and is a graduate of Dalhousie University and has completed most requirements for his MA in economics. Fred became a permanent member of the staff in 1981 after working as a consultant on several APEC projects.

**Membership Secretary – Joan M. Thornton**

Joan is another Cape Bretoner and joined APEC in 1976. She has several years experience in senior secretarial positions in Boston and Toronto.

**Office Secretary – Jeanette S. Oja**

Jeanette became a permanent member of APEC staff in 1981 after part-time work while attending St. Mary's University. She comes from Thunder Bay, Ontario, and prior to APEC worked as a secretary for several years in the Halifax-Dartmouth area.



APEC Staff Organization & Responsibilities
Figure 3

# Members

**As of June 1983**

| | |
|---|---|
| ABN Bank Canada | Toronto, Ont |
| ABP Consultants Limited | Fredericton, N.B. |
| ACA Co-operative Association Limited | Kentville, N.S. |
| ADI Limited | Fredericton, N.B. |
| APM Limited | Moncton, N.B. |
| ASARCO Incorporated | Buchans, Nfld |
| AVCO Financial Services Canada Limited | London, Ont |
| Abbey Landry Limited | Moncton, N.B. |
| Acadia Construction Limited | Bridgewater, N.S. |
| Acadia University | Wolfville, N.S. |
| Acadian Distillers Limited | Bridgetown, N.S. |
| Acadian Seaplants Ltd | Dartmouth, N.S. |
| Acres Consulting Services Limited | Halifax, N.S. |
| Aerovox Canada Limited | Amherst, N.S. |
| Agriculture Canada | Charlottetown, P.E.I. |
| Air Canada | Montreal, Que. |
| Alberta Federal & Intergovernmental Affairs | Edmonton, Alta. |
| Allan Potato Handling Equipment Limited | West Covehead, P.E.I. |
| Alternate Energy Consultants (1977) Limited | Dartmouth, N.S. |
| Amalgamated Dairies Limited | Summerside, P.E.I. |
| Andres Wines Atlantic Limited | Truro, N.S. |
| Anglican Diocese of Nova Scotia (The) | Halifax, N.S. |
| Annapolis Valley Peat Moss Company Limited | Berwick, N.S. |
| Anthony Group (The) | St. John's, Nfld |
| Archibald Farms Limited | Port Williams, N.S. |
| Architects Four Limited | Moncton, N.B. |
| Armstrong, O. H. Limited | Kingston, N.S. |
| Association of Atlantic Universities | Halifax, N.S. |
| Association of Canadian Financial Corporations | Toronto, Ont |
| Association of Professional Engineers of N.S. (The) | Halifax, N.S. |
| Assumption Mutual Life Insurance Company | Moncton, N.B. |
| Atkinson, Mr. E. F. | Fredericton, N.B. |
| Atlantic Air Survey Limited | Dartmouth, N.S. |
| Atlantic Bridge Company, Limited | Lunenburg, N.S. |
| Atlantic Building Supply Dealers Association | Amherst, N.S. |
| Atlantic Cans Limited | Dartmouth, N.S. |
| Atlantic Container Line (Canada) Limited | Halifax, N.S. |
| Atlantic Industries (New Brunswick) Limited | Sackville, N.B. |
| Atlantic Management Institute | Halifax, N.S. |
| Atlantic Oxygen Limited | Halifax, N.S. |
| Atlantic Provinces Chamber of Commerce | Moncton, N.B. |
| Atlantic Provinces Transportation Commission | Moncton, N.B. |
| Atlantic Region Management Training Center | Halifax, N.S. |
| Atlantic Sleep Products Limited | Moncton, N.B. |
| Atlantic Speedy Propane Limited | Moncton, N.B. |
| Atlantic Valve & Fittings Limited | Saint John, N.B. |
| Atlantic Ventures Trust | Halifax, N.S. |
| Atlantic Wholesalers | Sackville, N.B. |
| Atomic Energy of Canada Chemical Company | Port Hawkesbury, N.S. |
| Ayre & Sons, Limited | St. John's, Nfld |
| BNP Canada Inc. | Montreal, Que. |
| Baine, Johnston & Company, Limited | St. John's, Nfld |
| Bank of Canada – Library | Ottawa, Ont |
| Bank of Montreal | Montreal, Que. |
| Bank of Nova Scotia | Toronto, Ont |
| Barbour, G. E., Company Limited | Sussex, N.B. |
| Barrington Municipal School Board | Barrington, N.S. |
| Barrow, Nicoll & Company | Halifax, N.S. |
| Batcup, Mr. Andrew G. | Calgary, Alta. |
| Bathurst Chamber of Commerce | Bathurst, N.B. |
| Baxter Dairies Limited | Saint John, N.B. |
| Beaver Brae Secondary School | Kenora, Ont |
| Belgian Consul General | Montreal, Que. |
| Bell, Alfred J., & Grant, Limited | Halifax, N.S. |
| Bell, Gouinlock & Company, Limited | Montreal, Que. |
| Belliveau, Mr. William E. | Halifax, N.S. |
| Beothic Fish Processors Limited | St. John's, Nfld |
| Berwick Bakery Limited | Berwick, N.S. |
| Bibliothek des Instituts fur Weltwirtschaft an der Universitat Kiel | Germany |
| Bickerton, Mr. James P. | Ottawa, Ont |
| Bishop's University – Library | Lennoxville, Que. |
| Blackwood Hodge Equipment Limited | Dartmouth, N.S. |
| Blair, Mr. David W. | Moncton, N.B. |
| Boland, Mr. Kells S. | Calgary, Alta. |
| Bolands Limited | Dartmouth, N.S. |
| Bonar Packaging Limited | Fredericton, N.B. |
| Bond Architects & Engineers Ltd. | St. John's, Nfld |
| Borden, Mr. Henry | Toronto, Ont |
| Border Brokers Limited | Toronto, Ont |
| Bowater Mersey Paper Company Limited | Liverpool, N.S. |
| Bowater Newfoundland Limited | Corner Brook, Nfld |
| Bowne & Co. Inc. | New York, N.Y. |
| Boyd, Prof. Robert G. | Halifax, N.S. |
| Brack, Mr. David M. | Halifax, N.S. |
| Brang Auto Supplies Limited | Charlottetown, P.E.I. |
| Breau, Mr. Herbert | Ottawa, Ont |
| Breton Industrial & Marine Limited | Port Hawkesbury, N.S. |
| Brewers Association of Canada Maritime Division | Fredericton, N.B. |
| Bridgewater Development Commission | Bridgewater, N.S. |
| Brooke Bond Foods Limited | Kirkland, Que. |
| Brown, Mr. David | Bedford, N.S. |
| Brown, Mr. Lorne B. | Halifax, N.S. |
| Brunswick Mining & Smelting Corporation, Limited (Mining & Smelting Division) | Bathurst, N.B. |
| Burchell, Mr. David G. | North Sydney, N.S. |
| Burnell, Mr. Brian L. | Halifax, N.S. |
| Burns, Fry Limited | Halifax, N.S. |
| Buzzell, Robert K., Limited | Moncton, N.B. |
| CANRON Incorporated | Montreal, Que. |
| CBCL Limited | Halifax, N.S. |
| CIL Incorporated | Willowdale, Ont |
| CJCH (Television) Limited | Halifax, N.S. |
| CN Marine | Moncton, N.B. |
| Calp's Limited | Saint John, N.B. |
| Campbellton, City of | Campbellton, N.B. |
| Canada Cement Lafarge Limited | Halifax, N.S. |
| Canada Employment & Immigration Commission | Ottawa, Ont |
| Canada Employment & Immigration Commission – Library | Ottawa, Ont |
| Canada Employment & Immigration Commission | Fredericton, N.B. |
| Canada Employment & Immigration Commission | Halifax, N.S. |
| Canada Employment & Immigration Commission | St. John's, Nfld |
| Canada Envelope Company, Atlantic Division | Stellarton, N.S. |
| Canada Life Assurance Company (The) | Toronto, Ont |
| Canada Mortgage & Housing Corp. | Fredericton, N.B. |
| Canada Packers Limited | Toronto, Ont |
| Canada Permanent Trust Company | Halifax, N.S. |
| Canada Post Office | Ottawa, Ont |
| Canadian Bankers' Association | Toronto, Ont |
| Canadian Broadcasting Corporation | Halifax, N.S. |
| Canadian Commercial Bank | Halifax, N.S. |
| Canadian Consulate General – Library | New York, N.Y. |
| Canadian Co-operative Credit Society Limited | Toronto, Ont |
| Canadian General Electric Company | Toronto, Ont |
| Canadian Housing Information Centre | Ottawa, Ont |
| Canadian Imperial Bank of Commerce | Toronto, Ont |
| Canadian Institute of Steel Construction | Willowdale, Ont |
| Canadian Land Forces Command & Staff College | Kingston, Ont |

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| Canadian Liquid Air Company Limited | Dartmouth, N.S. |
| Canadian Manufacturers Association | Toronto, Ont. |
| Canadian National Railways | Moncton, N.B. |
| Canadian Pacific Rail | Montreal, Que. |
| Canadian Salt Company, Limited (The) | Pugwash, N.S. |
| Canadian Saltfish Corporation | St. John's, Nfld. |
| Canadian Tire Corporation Limited | Toronto, Ont. |
| Canadian Unity Information Office | Ottawa, Ont. |
| Canadian Welding Bureau | Halifax, N.S. |
| Canterra Energy Ltd. | Calgary, Alta. |
| Cape Breton Development Corporation | Sydney, N.S. |
| Capital Region Development Commission, Incorporated | Fredericton, N.B. |
| Capitol Stores Limited | Halifax, N.S. |
| Carleton Co-operative Limited | East Florenceville, N.B. |
| Carleton University – Library | Ottawa, Ont. |
| Carvell Brothers Limited | Charlottetown, P.E.I. |
| Case, Mr. A. David | Saint John, N.B. |
| Centennial Group of Companies Limited | Halifax, N.S. |
| Central Trust Company | Halifax, N.S. |
| Centre Universitaire de Moncton | Moncton, N.B. |
| Centre Universitaire de Shippagan, The Library | Shippagan, N.B. |
| Centre Universitaire Saint-Louis Maillet | Edmundston, N.B. |
| Certified General Accountants Association (Atlantic Region) | Saint John, N.B. |
| Chaleur Regional Industrial Commission, Incorporated | Bathurst, N.B. |
| Charlottetown, City of | Charlottetown, P.E.I. |
| Charlottetown Clinic | Charlottetown, P.E.I. |
| Chateau-Gai Wines (Atlantic) Limited | Scoudouc, N.B. |
| Chipman, Mr. A. M. | Saint John, N.B. |
| Chippin Bros. Limited | Fredericton, N.B. |
| Christie, Brown and Company, Limited | Dartmouth, N.S. |
| Chromalox Canada Inc. | Dartmouth, N.S. |
| Clarke Fruit Company, Limited | Charlottetown, P.E.I. |
| Clarkson, Gordon & Company | Halifax, N.S. |
| Clayton, Mr. Frank | Scarboro, Ont. |
| College of Trades & Technology | St. John's, Nfld. |
| Collette, Mr. Medard E. | Moncton, N.B. |
| Commercial Credit Corporation Limited | Toronto, Ont. |
| Commercial Safety Surveys Limited | Truro, N.S. |
| Commonwealth Holiday Inns | London, Ont. |
| Communications Canada, Atlantic Regional Office | Moncton, N.B. |
| Community Improvement Corp. | Fredericton, N.B. |
| Concordia University Libraries | Montreal, Que. |
| Condon's Yarns | Charlottetown, P.E.I. |
| Connor, Ralph, Company, Limited | Halifax, N.S. |
| Connors Bros., Limited | Black's Harbour, N.B. |
| Consolidated Bathurst Limited | Montreal, Que. |
| Constellation Assurance Co. | Toronto, Ont. |
| Construction Association of New Brunswick, Incorporated | Fredericton, N.B. |
| Construction Association of Nova Scotia | Halifax, N.S. |
| Continental Bank of Canada | Toronto, Ont. |
| Co-op Atlantic | Moncton, N.B. |
| Co-operative Farm Services Limited | Moncton, N.B. |
| Co-operators Group Limited (The) | Regina, Sask. |
| Coopers & Lybrand | Halifax, N.S. |
| Cormier, Dr. P. E. | Moncton, N.B. |
| Corner Brook Economic Development Corporation, Limited | Corner Brook, Nfld. |
| Council of Maritime Premiers – The Library | Halifax, N.S. |
| Cox, Downie, Nunn & Goodfellow | Halifax, N.S. |
| Crabb, Dr. Peter | Australia |
| Craig & O'Neil Associates Limited | Halifax, N.S. |
| Crane, Mr. Frederick G. | Halifax, N.S. |
| Creaghan, J.D. Company, Limited | Moncton, N.B. |
| Credit Union Central of Nova Scotia | Halifax, N.S. |
| Crosbie, Mr. Michael | St. John's, Nfld. |
| Crosby Molasses Company, Limited | Saint John, N.B. |
| Crossley Karastan Carpet Mills Limited | Truro, N.S. |
| Crouse, Mr. Lloyd R. | Ottawa, Ontario |
| Crown Cork and Seal Company | Concord, Ont. |
| Crown Life Insurance Company | Toronto, Ont. |
| Cummins Diesel | Halifax, N.S. |
| Cy's Sea Food Restaurant | Moncton, N.B. |
| Daily Gleaner (The) | Fredericton, N.B. |
| Dale & Company, Limited | Halifax, N.S. |
| Dalhousie, Town of | Dalhousie, N.B. |
| Dalhousie University | Halifax, N.S. |
| Dartmouth Chamber of Commerce | Dartmouth, N.S. |
| Dartmouth, City of | Dartmouth, N.S. |
| Data Resources Inc. | Toronto, Ont. |
| DeBenedetti, Prof. George J. | Sackville, N.B. |
| DeBlois Bros. Limited | Charlottetown, P.E.I. |
| Delegation of the Commission of the European Communities at Ottawa | Ottawa, Ont. |
| D'Entremont, Marie-Germaine | Halifax, N.S. |
| Delta Barrington (The) | Halifax, N.S. |
| DeWolfe, R.W., Limited | Wolfville, N.S. |
| Diamond Construction (1961) Limited | Fredericton, N.B. |
| Dicks & Company, Limited | St. John's, Nfld. |
| Doane Raymond | Halifax, N.S. |
| Domtar Incorporated | Montreal, Que. |
| Donovan, Ms. Jean-Darlene | Halifax, N.S. |
| Doucet & Associates Consulting Limited | Montreal, Que. |
| Doucet, Kelly, Evans & MacIsaac | Halifax, N.S. |
| Dover Mills Limited | Halifax, N.S. |
| Dow Chemical Canada Inc. | Halifax, N.S. |
| Doyle, Gerald S., Limited | St. John's, Nfld. |
| Duffy, Dr. Loyola | Charlottetown, P.E.I. |
| Duffy, Dr. J. Regis | Charlottetown, P.E.I. |
| Dunlap Bros. Hardware Limited | Amherst, N.S. |
| Dunphy, Mr. Clifford R. | Truro, N.S. |
| Dymaxion Research Limited | Halifax, N.S. |
| E.T.S. Towers Inc. | Hamilton, Ont. |
| Eastern Bakeries Limited | Saint John, N.B. |
| Eastern Canada Consulting Services Limited | Fredericton, N.B. |
| Eastern Canada Towing Limited | Halifax, N.S. |
| Eastern Drug Services | Halifax, N.S. |
| Eastern Paper Products Limited | Saint John, N.B. |
| Eastern Provincial Airways (1963) Limited | Gander, Nfld. |
| Eaton, T. Company, Limited (The) | Toronto, Ont. |
| Economic Expansion Commission of the Peninsula | Tracadie, N.B. |
| Edmundston, City of | Edmundston, N.B. |
| Edwards Fine Foods Limited | Halifax, N.S. |
| Esrier, Mr. Robert G. | Willowdale, Ont. |
| Engineering Institute of Canada (The) | Sydney, N.S. |
| Export Development Corporation | Halifax, N.S. |
| External Affairs Dept. of, Library ACL DOCS | Ottawa, Ontario |
| Fairweather's Insurance Limited | Saint John, N.B. |
| Famous Players Limited | Toronto, Ont. |
| Farnell Packaging Limited | Dartmouth, N.S. |
| Farquhar, Mr. Edward P. | Washington, D.C. |
| Federal Business Development Bank | Halifax, N.S. |
| Federal Pioneer Eastech Limited | Truro, N.S. |
| Federation of P.E.I. Municipalities | Charlottetown, P.E.I. |
| Fetterley, S.T.E. & Sons Limited | Halifax, N.S. |
| Finance, Department of, FP & EA Branch | Ottawa, Ont. |
| Finance, Department of, Library | Ottawa, Ont. |
| Fisheries & Oceans, Department of | Ottawa, Ont. |
| Fisheries & Oceans Canada | Halifax, N.S. |
| Fisherman's Market Limited | Halifax, N.S. |
| Fishing Industry Advisory Board | St. John's, Nfld. |
| Fiske Group Limited | Halifax, N.S. |
| Fortune Industries Ltd. | Calgary, Alta. |
| Foulis Engineering Sales Limited | Halifax, N.S. |
| Foundation Company of Canada Limited (The) | Halifax, N.S. |
| Fowles, A.E., Limited | Halifax, N.S. |
| Fraser Companies, Limited | Edmundston, N.B. |
| Fraser and Hoyt (Insurance) Limited | New Glasgow, N.S. |
| Fredericton Chamber of Commerce | Fredericton, N.B. |
| Frost, Charles E. & Company | Dorval, Que. |
| Fundy Ventilation Limited | Saint John, N.B. |

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| Ganong Bros. Limited | St. Stephen, N.B. |
| Garcelon Stamp Company, Limited | St. Stephen, N.B. |
| Gardner Pintold | Halifax, N.S. |
| General Foods Limited | Toronto, Ont. |
| General Motors of Canada Limited | Ottawa, Ont. |
| George's Plumbing & Heating Limited | Moncton, N.B. |
| Godsoe, Mr. J. G. | Halifax, N.S. |
| Graham, Dr. John F. | Halifax, N.S. |
| Grand Falls, Town of | Grand Falls, N.B. |
| Grand Falls Regional Development Commission | Grand Falls, N.B. |
| Grant, J. J. Limited | New Glasgow, N.S. |
| Greater Charlottetown Area Chamber of Commerce | Charlottetown, P.E.I. |
| Greater Moncton Chamber of Commerce | Moncton, N.B. |
| Greater Saint John Real Estate Board Incorporated | Saint John, N.B. |
| Greater Summerside Chamber of Commerce | Summerside, P.E.I. |
| Groves, S. J. & Sons Ltd. | Laval, P.Q. |
| Guardian Patriot (The) | Charlottetown, P.E.I. |
| Gulf Canada Limited | Toronto, Ont. |

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| H.L.D.A.C. - Nova Scotia | Dartmouth, N.S. |
| Halifax Board of Trade | Halifax, N.S. |
| Halifax, City of | Halifax, N.S. |
| Halifax Dartmouth Port Commission | Halifax, N.S. |
| Halifax Herald Limited (The) | Halifax, N.S. |
| Halifax Industries Ltd. | Halifax, N.S. |
| Halifax International Containers Limited | Halifax, N.S. |
| Hantsport, Town of | Hantsport, N.S. |
| Happy Valley Goose Bay Development Corp. | Goose Bay, Labrador |
| Harmon Corporation | Stephenville, Nfld. |
| Harvard University - Library | Cambridge, Ma. |
| Harvey & Company, Limited | St. John's, Nfld. |
| Hazleton, Mr. Ralph | Charlottetown, P.E.I. |
| Henderson, Mr. John M. | Fredericton, N.B. |
| Hickey, Mr. C. C. | Summerside, P.E.I. |
| Hickling Johnston Peers Atlantic | Sydney, N.S. |
| Hilchie Brothers Limited | Chester, N.S. |
| Holland College | Charlottetown, P.E.I. |
| Holme, Dr. Ernest H.S. | Manchester, N.H. |
| Hope & Associates Limited | Saint John, N.B. |
| Household Finance Corporation of Canada | Toronto, Ont. |
| Hydro-Quebec - Library | Montreal, Que. |

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| IBM Canada Limited | Don Mills, Ont. |
| ICG Brunswick Gas Ltd. | Fredericton, N.B. |
| ICG Scotia Gas Ltd. | Halifax, N.S. |
| Imperial Life Assurance Company of Canada (The) | Toronto, Ont. |
| Imperial Oil Limited | Toronto, Ont. |
| Indian Affairs & Northern Development Dept. of | Amherst, N.S. |
| Industrial Cape Breton Board of Trade | Sydney, N.S. |
| Industrial Enterprises Inc. | Charlottetown, P.E.I. |
| Industrial Estates Limited | Halifax, N.S. |
| Institute of Canadian Bankers | Halifax, N.S. |
| Institute of Chartered Accountants of Nova Scotia | Halifax, N.S. |
| Institute of Intergovernmental Relations | Kingston, Ont. |
| Institute for Policy Analysis | Toronto, Ont. |
| Institute of Public Affairs, Dalhousie University | Halifax, N.S. |
| Intergovernmental Affairs, Dept. of | Regina, Sask. |
| International Union of Bricklayers & Allied Craftsmen | Saint John, N.B. |
| Investment Dealers Assn. of Canada | Toronto, Ont. |
| Iron Ore Company of Canada | St. John's, Nfld. |
| Isenor, Laurie, & Sons Limited | Elmsdale, N.S. |
| Island Fertilizers Limited | Charlottetown, P.E.I. |
| Island Telephone Company, Limited (The) | Charlottetown, P.E.I. |
| Isle Royale Beverages Limited | Sydney, N.S. |

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| J.B. Technical Services Ltd. | Dartmouth, N.S. |
| Jack & Company, Limited | Halifax, N.S. |
| Jenkins Brothers, Limited | Lachine, Que. |
| Jenkins, Dr. William A. | Truro, N.S. |
| Jennifers of Nova Scotia | Halifax, N.S. |
| Johnson's Insurance Limited | St. John's, Nfld. |
| Johnston, Dr. Edward | Ottawa, Ont. |
| Jumbo Motor Express Ltd. | Etobicoke, Ont. |

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| KAM Investments Limited | Fredericton, N.B. |
| Karlsen Shipping Company, Limited | Halifax, N.S. |
| Kentstead's Flower Shop Limited | Saint John, N.B. |
| Kent, Mr. Tom W. | Halifax, N.S. |
| Kerr, Dr. J. W. | Fredericton, N.B. |
| Kerr Controls Ltd. | Truro, N.S. |
| Kirby, Dr. Michael J. L. | Halifax, N.S. |

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| Labatt, John, Limited | London, Ont. |
| Labour Canada | Moncton, N.B. |
| Labour Canada - Library | Ottawa, Ont. |
| Labrador Inn | Goose Bay, Labrador |
| Labrador West Economic Development Association | Wabush, Labrador |
| Laforce, L. H., Limited | Edmundston, N.B. |
| Laurier, Wilfrid, University | Waterloo, Ont. |
| Law, Bruce & Associates Advertising Ltd. | Halifax, N.S. |
| Lawson, Mr. Gerald B. | Saint John, N.B. |
| Lawson Graphics Atlantic Limited | Halifax, N.S. |
| LeBlanc, Mr. Peter D. | Saint John, N.B. |
| LeBlanc & Doiron | Moncton, N.B. |
| Lefort, Mr. Francis | Spruce Grove, Alta. |
| Legislative Library | Toronto, Ont. |
| Legislative Library, Province of Manitoba | Winnipeg, Man. |
| Leonard, Mr. Robert | Fredericton, N.B. |
| Leslie, A.A., Limited | Amherst, N.S. |
| Lewisporte Wholesalers Limited | Lewisporte, Nfld. |
| Library of Parliament | Ottawa, Ont. |
| Linkletter, Mr. Charles F. | Summerside, P.E.I. |
| Linkletter, Miss Zilpha | Halifax, N.S. |
| Liquid Carbonic Canada Limited | Montreal, Que. |
| Little, Mr. Bruce | Ottawa, Ont. |
| Liverpool, Town of | Liverpool, N.S. |
| London Public Libraries | London, Ont. |
| Lounsbury Company, Limited | Moncton, N.B. |
| Lundrigan Group Ltd. (The) | Corner Brook, Nfld. |
| Lunenburg Foundry & Engineering Limited | Lunenburg, N.S. |
| Lunenburg, Town of | Lunenburg, N.S. |
| Lutes, Mr. R.J. | Saint John, N.B. |
| Lynk Electric Limited | Sydney, N.S. |

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| MFM Industries Limited | Moncton, N.B. |
| MacDonald, Mr. Bruce E. | Ottawa, Ont. |
| MacIsaac, Hon. John | Halifax, N.S. |
| MacKeigan, Hon. Ian M. | Halifax, N.S. |
| MacKinlay, Mr. Ralph J. | Dartmouth, N.S. |
| MacLaren Engineers Planners & Scientists Inc. | Dartmouth, N.S. |
| MacLauchlan's Motel | Charlottetown, P.E.I. |
| MacLean, Hon. J. Angus | Belle River, P.E.I. |
| MacLellan, Mr. Leon D. | Halifax, N.S. |
| MacNeil, Dr. Theresa | Antigonish, N.S. |
| Macquarrie, Hon. Heath | Ottawa, Ont. |
| Maine & New Brunswick Electrical Power Company, Limited | Presque Isle, Me. |
| Major Foods Limited | Dartmouth, N.S. |
| Manning, Mr. Ralph D., C.A. | Charlottetown, P.E.I. |
| Manning, Mr. Randolph, F.C.A. | Charlottetown, P.E.I. |
| Manson Drugs Limited | Sydney River, N.S. |
| Maplehurst Apartments Limited | Dartmouth, N.S. |
| Marine Equipment Limited | Halifax, N.S. |
| Maritime Accessories Limited | Halifax, N.S. |
| Maritime Beverages Limited | Saint John, N.B. |
| Maritime Bricklayers Limited | Fredericton, N.B. |
| Maritime Broadcasting Company Limited | Halifax, N.S. |
| Maritime Conference, The United Church of Canada | Sackville, N.B. |

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| Maritime Electric Company, Limited | Charlottetown, P.E.I. |
| Maritime Engineering Limited | Fredericton, N.B. |
| Maritime Hospital Services Association | Moncton, N.B. |
| Maritime Law Book Company | Fredericton, N.B. |
| Maritime Life Assurance Company (The) | Halifax, N.S. |
| Maritime Lumber Bureau | Amherst, N.S. |
| Maritime Medical Care Incorporated | Halifax, N.S. |
| Maritime Paper Products, Limited | Dartmouth, N.S. |
| Maritime Resource Management Service-Library Information Centre | Amherst, N.S. |
| Maritime School of Social Work-Library | Halifax, N.S. |
| Maritime Telegraph & Telephone Company, Limited | Halifax, N.S. |
| Marsh Adjustment Bureau Limited | Halifax, N.S. |
| Marshall, H. H., Limited | Halifax, N.S. |
| Mason's, Division of Willett Foods Ltd | Sydney, N.S. |
| Mathers, I. H., & Son Limited | Halifax, N.S. |
| May, Dr. Doug | St. John's, Nfld. |
| McAllister, Mr. Peter | Lower Sackville, N.S. |
| McAllister, Prof. R. Ian | Halifax, N.S. |
| McCabe & Taylor | Summerside, P.E.I. |
| McCain Foods Limited | East Florenceville, N.B. |
| McCleave, Hon. Robert J. | Halifax, N.S. |
| McCully & Soy Limited | Truro, N.S. |
| McElman, Hon. Charles R. | Fredericton, N.B. |
| McGrath, Rev. D. | St. John's, Nfld. |
| McLellan, Allaby & Holland | Saint John, N.B. |
| McLeod, Young, Weir Limited | Halifax, N.S. |
| McMackin, Mr. Gerald S. | Saint John, N.B. |
| McMaster University-Library | Hamilton, Ont. |
| McNeill Management Limited | St. John's, Nfld. |
| McRae's Company, Limited | New Glasgow, N.S. |
| Medical Society of Nova Scotia (The) | Halifax, N.S. |
| Meajuck & Budovitch Limited | Fredericton, N.B. |
| Memorial Gardens Canada Ltd. | Bedford, N.S. |
| Memorial University of Newfoundland | St. John's, Nfld. |
| Memramcook Institute | Saint Joseph, N.B. |
| Mercantile Bank of Canada (The) | Montreal, Que. |
| Mercer, William M., Limited | Halifax, N.S. |
| Merrill Lynch Royal Securities Limited | Toronto, Ont. |
| Metcalf & Holm | Halifax, N.S. |
| Metro Toronto Library Board | Toronto, Ont. |
| Metropolitan Life Insurance Company | Ottawa, Ont. |
| Midland Doherty Ltd. | Halifax, N.S. |
| Miles, Dr. Edward J. | Burlington, VT. |
| Miller, Mr. Peter C. | Willowdale, Ont. |
| Ministry of State for Economic Development | Ottawa, Ont. |
| Ministry of State for Economic and Regional Development | Halifax, N.S. |
| Ministry of T.E. & I.A. Library | Toronto, Ont. |
| Mitel Corp. | Buctouche, N.B. |
| Mobil Oil Canada Ltd. | Calgary, Alta. |
| Moffatt Supplies Limited | Saint John, N.B. |
| Moffatt Brothers Moving & Storage Limited | Truro, N.S. |
| Moncton & District Labour Council | Moncton, N. B. |
| Moncton Industrial Development Limited | Moncton, N.B. |
| Moncton Publishing Company, Limited | Moncton, N.B. |
| Montreal Engineering Company, Limited | Montreal, Que. |
| Montreal Trust Company | Montreal, Que. |
| Moore Business Forms Limited | Toronto, Ont. |
| Moosehead Breweries Limited | Saint John, N.B. |
| Mosher Limestone Company, Limited | Upper Musquodoboit, N.S. |
| Mount Allison University | Sackville, N.B. |
| Mount Saint Vincent University | Halifax, N.S. |
| Municipality of the County of Halifax | Halifax, N.S. |
| Musto, Mr. W.A. | Halifax, N.S. |
| Mutual Life Assurance Company of Canada | Waterloo, Ont. |
| NCR Canada Limited | Halifax, N.S. |
| NDP Research | Ottawa, Ont. |
| Nadeau Poultry Farm Limited | Madawaska, N.B. |
| National Bank of Canada | Montreal, Que. |
| National Energy Board-Library | Ottawa, Ont. |
| National Harbours Board | Saint John, N.B. |
| National Harbours Board | St. John's, Nfld. |
| National Sea Products Limited | Halifax, N.S. |
| Nesbitt, Thomson & Bongard incorporated | Halifax, N.S. |
| New Brunswick Community College | Fredericton, N.B. |
| New Brunswick Electric Power Commission | Fredericton, N.B. |
| New Brunswick Federation of Agriculture | Fredericton, N.B. |
| New Brunswick Library Service | Fredericton, N.B. |
| New Brunswick Publishing Company, Limited | Saint John, N.B. |
| New Brunswick Telephone Company, Limited | Saint John, N.B. |
| New Brunswick Wire Fence Company, Limited | Moncton, N.B. |
| New England Estates Ltd. | Northumberland, England |
| Newcastle, Town of | Newcastle, N.B. |
| Newfoundland, Fish Food & Allied Workers Union | St. John's, Nfld. |
| Newfoundland & Labrador Development Corporation, Limited | St. John's, Nfld. |
| Newfoundland Light & Power Company, Limited | Port Union, Nfld. |
| Newfoundland Telephone Company, Limited | St. John's, Nfld. |
| New York Public Library (The) | New York, N.Y. |
| New Zealand Consulate General | Toronto, Ont. |
| Nickerson, H.B., & Sons Limited | North Sydney, N.S. |
| Nickle Family Foundation | Calgary, Alta. |
| Northeast Pine Products Limited | Campbellton, N.B. |
| Northeast Publishing Ltd. | Halifax, N.S. |
| Northern Telecom Limited | Montreal, Que. |
| Northwest Regional Development Commission Incorporated | Edmundston, N.B. |
| NOVA, An Alberta Corp. | Calgary, Alta. |
| Nova Scotia Agricultural College | Truro, N.S. |
| Nova Scotia Agricultural College-Library | Truro, N.S. |
| Nova Scotia College of Art and Design | Halifax, N.S. |
| Nova Scotia Egg & Pullet Producers' Marketing Board | Truro, N.S. |
| Nova Scotia Federation of Agriculture | Truro, N.S. |
| Nova Scotia Government Employees | Halifax, N.S. |
| Nova Scotia Housing Commission | Halifax, N.S. |
| Nova Scotia Liberal Association | Halifax, N.S. |
| Nova Scotia Power Corporation | Halifax, N.S. |
| Nova Scotia Research Foundation Corp. | Dartmouth, N.S. |
| Nova Scotia Resources Ltd. | Halifax, N.S. |
| Nova Scotia Savings & Loan Company | Halifax, N.S. |
| Nova Scotia Teachers' Union (The) | Halifax, N.S. |
| Nutrite Incorporated | Summerside, P.E.I. |
| Ocean Harvesters, Limited | Harbour Grace, Nfld. |
| Oracle Information Retrieval Services Ltd. | Dartmouth, N.S. |
| O'Rourke, Mr. D.L. | Charlottetown, P.E.I. |
| Otis Elevator Company, Limited | Hamilton, Ont. |
| Oxford Frozen Foods Limited | Oxford, N.S. |
| Parker Brothers (1972) Limited | Halifax, N.S. |
| Patterson, Smith, Matthews & Grant | Truro, N.S. |
| Peat, Marwick, Mitchell & Company | Moncton, N.B. |
| Peat, Marwick, Mitchell & Company | Halifax, N.S. |
| Penman, Mr. J. E. | Toronto, Ont. |
| Petro-Canada | Calgary, Alta. |
| Petroleum Industry Office for Eastcoast Offshore | St. John's, Nfld. |
| Phinneys Company, Limited | Halifax, N.S. |
| Physical Distribution Advisory Service | Moncton, N.B. |
| Pickard, G. Keith, Architect Limited | Charlottetown, P.E.I. |
| Pictou County Research & Development Comm. | New Glasgow, N.S. |
| Pipe Line Contractors Assn. of Canada | Vancouver, B.C. |
| Pitfield Mackay Ross Limited | Saint John, N.B. |
| Pitney-Bowes of Canada Limited | Don Mills, Ont. |
| Potter, Mr. Daniel F. | Halifax, N.S. |
| Powrmatic of Canada Limited | Halifax, N.S. |
| Prince Edward Island Lending Authority | Charolottetown, P.E.I. |
| Prince Edward Island Mutual Fire Insurance Company | Summerside, P.E.I. |

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| Prince Edward Island Progressive Conservative Association | Charlottetown, P.E.I. |
| Prince Edward Island Public Service Association Incorporated | Charlottetown, P.E.I. |
| Procor Limited | Windsor Junction, N.S. |
| Progressive Conservative Association of Nova Scotia | Halifax, N.S. |
| Progressive Conservative Research Office | Ottawa, Ont. |
| Pro Print & Product Development Ltd. | Halifax, N.S. |
| Public & Industrial Relations Limited | Halifax, N.S. |
| Purity Factories Limited | St. John's, Nfld. |
| Rea-Fac Agencies Limited | Charlottetown, P.E.I. |
| Regional Economic Expansion: Dept. of | Moncton, N.B. |
| Research & Productivity Council | Fredericton, N.B. |
| Richard & B. A. Ryan (Atlantic) Limited | Saint John, N.B. |
| Richardson Securities of Canada | Halifax, N.S. |
| Richardson, Thomas E., & Associates | Charlottetown, P.E.I. |
| Rioux, Mr. Georges | Ottawa, Ont. |
| Riversdale Lumber Limited | Truro, N.S. |
| Robichaud, Hon. Louis J. | Ottawa, Ont. |
| Robin Hood Multifoods Limited | Montreal, Que. |
| Rocca Group Limited (The) | Saint John, N.B. |
| Rogers & Arnett Limited | Summerside, P.E.I. |
| Rogers, Mr. Frank L. | Yarmouth, N.S. |
| Rounsefell, Mr. H. G. | Halifax, N.S. |
| Roy, Mr. Noel | St. John's, Nfld. |
| Royal Bank of Canada | Montreal, Que. |
| Royal Danish Consulate General | Montreal, Que. |
| Royal Insurance – Canada | Halifax, N.S. |
| Royal Trust Corp. of Canada | Calgary, Alta. |
| RoyNat Limited | Halifax, N.S. |
| Rudderham, J. W., Limited | Sydney, N.S. |
| Ryans Groceteria Limited | Truro, N.S. |
| Ryerson Polytechnical Institute-Library | Toronto, Ont. |
| Saint John, City of | Saint John, N.B. |
| Saint John Board of Trade | Saint John, N.B. |
| Saint John Construction Association Incorporated | Saint John, N.B. |
| Saint John Fundy Region Development Commission Inc. | Saint John, N.B. |
| Saint John Port & Development Commission | Saint John, N.B. |
| Saint John Regional Library | Saint John, N.B. |
| Saint Mary's University | Halifax, N.S. |
| St. Anne-Nackawic Pulp & Paper Company, Limited | Nackawic, N.B. |
| St. Francis Xavier University | Antigonish, N.S. |
| St. Francis Xavier University, Library | Antigonish, N.S. |
| St. John's, City of | St. John's, Nfld. |
| St. John's Board of Trade | St. John's, Nfld. |
| St. John's Publishing Company, Limited | St. John's, Nfld. |
| St. John's Region Development Commission | St. John's, Nfld. |
| St. Lawrence Cement Inc. | Montreal, Que. |
| St. Stephen-Milltown Chamber of Commerce | St. Stephen, N.B. |
| St. Thomas University | Fredericton, N.B. |
| Saga Communications Limited | Halifax, N.S. |
| Salskov, Mr. Robert H. | Boulder, Colo. |
| Scales, Ghiz, Jenkins & McQuaid | Charlottetown, P.E.I. |
| Schurman, M. F., Company Limited | Summerside, P.E.I. |
| Schwartz & Company, Limited | Sydney, N.S. |
| Schwartz, W. H., & Sons Limited | Halifax, N.S. |
| Scotia Bond Company, Limited | Halifax, N.S. |
| Scotia Furs Limited | Truro, N.S. |
| Scotia Sun Company, Limited (The) | Port Hawkesbury, N.S. |
| Scott Maritimes Pulp Limited | New Glasgow, N.S. |
| Seagram Company, Limited | Montreal, Que. |
| Secord, Mr. Peter C. | Halifax, N.S. |
| Sharp, I.P. Associates Ltd. | Halifax, N.S. |
| Shaw, L. E., Limited | Halifax, N.S. |
| Shaw, Dr. William S. | Antigonish, N.S. |
| Shawinigan Engineering Maritimes Limited | Dartmouth, N.S. |
| Shelburne, Town of | Shelburne, N.S. |
| Shell Canada Limited | Toronto, Ont. |
| Simms, T. S., & Company, Limited | Saint John, N.B. |
| Simon Fraser University-Library | Burnaby, B.C. |
| Simpson, Dr. F. J. | Halifax, N.S. |
| Simpson, Robert, Company Limited (The) | Halifax, N.S. |
| Simpson-Sears Limited | Halifax, N.S. |
| Smallman, Mr. John (C.A.) | Fredericton, N.B. |
| Smart Shop Limited | Sydney, N.S. |
| Smith, A. D., Lumber Limited | Amherst, N.S. |
| Smith Brokerage Limited | Saint John, N.B. |
| Smith, Prof. W.Y. | Fredericton, N.B. |
| Sobeys Stores Limited | Stellarton, N.S. |
| Sorflaten, Mr. Allan | Bridgetown, N.S. |
| Sperry Vickers | Rexdale, Ont. |
| Standard Brands Limited | Montreal, Que. |
| Standard Construction Company, Limited | Halifax, N.S. |
| Standard Manufacturing Company, Limited (The) | St. John's, Nfld. |
| Standard Paving Maritime Limited | Halifax, N.S. |
| Stanfield, Hon. Robert L. | Ottawa, Ont. |
| Star Machine Ltd. | Oxford, N.S. |
| Statistics Canada | Ottawa, Ont. |
| Statistics Canada-User Advisory Services | Halifax, N.S. |
| Statistics Canada-User Advisory Services | St. John's, Nfld. |
| Steel and Engine Products Limited | Liverpool, N.S. |
| Steele, Mr. Russell | Sydney, N.S. |
| Steers Limited | St. John's, Nfld. |
| Stephen Paving (1982) Ltd. | Halifax, N.S. |
| Stephens, H. Keith, Lumber Limited | Curry's Corner, N.S. |
| Stephenville, Town of | Stephenville, Nfld. |
| Stevens, J. E. Limited | Saint John, N.B. |
| Stuart, C. H., & Company, Limtied | Halifax, N.S. |
| Summerside Waterfront Development Corporation, Limited (The) | Summerside, P.E.I. |
| Sumner Holdings Limited | Moncton, N.B. |
| Sun Life Assurance Company of Canada | Toronto, Ont. |
| Sussex, Town of | Sussex, N.B. |
| Sutherland, Mrs. Dorothy M. | Halifax, N.S. |
| Sutherland, Bruce, Associates Limited | Moncton, N.B. |
| Sutherland, Mrs. Colin G. | Montreal, Que. |
| Swan Wooster Engineering Service Co., Ltd. | Halifax, N.S. |
| Swiss Bank Corporation (Canada) | Montreal, Que. |
| Symonds, Mr. R. F. | Gander, Nfld. |
| Technical University of Nova Scotia | Halifax, N.S. |
| Texaco Canada Incorporated | Don Mills, Ont. |
| Theta Marketing Limited | Halifax, N.S. |
| Thompson's Transfer Company, Limited | Middleton, N.S. |
| Thorne, Riddell & Company | Halifax, N.S. |
| Thorne, Riddell & Company | Saint John, N.B. |
| Toronto-Dominion Bank (The) | Montreal, Que. |
| Touche, Ross & Company | Halifax, N.S. |
| Touche, Ross & Company | Saint John, N.B. |
| Tourism Industry Association of Prince Edward Island | Charlottetown, P.E.I. |
| Town Tire Services Limited | Dartmouth, N.S. |
| Tracadie, Town of | Tracadie, N.B. |
| Tractors & Equipment (1962) Limited | Fredericton, N.B. |
| Trans Canada Pipelines | Toronto, Ont. |
| Transport Canada – The Library | Ottawa, Ont. |
| Transport Canada | Moncton, N.B. |
| Transport Canada Water Transportation Assistance Directorate | Ottawa, Ont. |
| Trask, Mr. Michael L. | Yarmouth, N.S. |
| Trent University – T. J. Bata Library | Peterboro, Ont. |
| Union Carbide Canada Limited | Toronto, Ont. |
| Union of Nova Scotia Municipalities | Halifax, N.S. |
| United Church of Canada-Division of Mission in Canada | Toronto, Ont. |
| United Maritime Fishermen Co-op | Moncton, N.B. |
| University of British Columbia-Main Library | Vancouver, B.C. |
| University College of Cape Breton | Sydney, N.S. |
| University of King's College (The) | Halifax, N.S. |
| University of Manitoba-Elizabeth Dafoe Library | Winnipeg, Man. |
| University of Moncton | Moncton, N.B. |

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| University of New Brunswick | Fredericton, N.B. |
| University of New Brunswick-Serial Division | Saint John, N.B. |
| University of Prince Edward Island | Charlottetown, P.E.I. |
| University of Prince Edward Island-Library | Charlottetown, P.E.I. |
| University of Toronto-Library | Toronto, Ont. |
| University of Vermont-Guy W. Bailey Library | Burlington, VT |
| University of Waterloo-Library | Waterloo, Ont. |
| University of Western Ontario-D. B. Weldon Library | London, Ont. |
| University of Windsor-Library | Windsor, Ont. |
| Vancouver Public Library | Vancouver, B.C. |
| Ven-Rez Products Limited | Shelburne, N.S. |
| Vincent, H. B. & Associates Limited | Halifax, N.S. |
| Volvo (Canada) Limited | Halifax, N.S. |
| von Ziegesar, Mr. Franz | New York, N.Y. |
| Wabasso Limited | Montreal, Que. |
| Wabco-Standard Limited | Toronto, Ont. |
| Walker, A. J. & Son Limited | Truro, N.S. |
| Walker, Hiram, & Sons Limited | Windsor, Ont. |
| Walker, Dr. David F. | Waterloo, Ont. |
| Walton, Mr. Frank T. | Fredericton, N.B. |
| Wandlyn Motels Limited | Fredericton, N.B. |
| Wear-Well Garments Limited | Stellarton, N.S. |
| Webster & Sons Limited | Truro, N.S. |
| Weldwood of Canada Sales Limited | Dartmouth, N.S. |
| West Prince Ventures Ltd. | O'Leary, P.E.I. |
| Westburne Industrial Enterprises Limited | Halifax, N.S. |
| Western Plumbing & Heating Company, Limited | Dartmouth, N.S. |
| Westinghouse Canada Limited | Hamilton, Ont. |
| Weyman, Dr. Stephen | Saint John, N.B. |
| White, Ms. Bernice | Fort McMurray, Alta. |
| Whitehead, Mr. T. G. | Montreal, Que. |
| Whitman, Benn & Associates (1969) Limited | Halifax, N.S. |
| Whynot, Earl, & Associates Graphics Limited | Halifax, N.S. |
| Williams, Murphy and MacLeod (1971) Limited | Charlottetown, P.E.I. |
| Williamson, Mr. Andrew H. | Toronto, Ont. |
| Wilson Fuel Company, Limited | Truro, N.S. |
| Wilson, W. Hedley, Limited | Fredericton, N.B. |
| Wolverine Division – UOP Limited | London, Ont. |
| Wood, Gundy Limited | Halifax, N.S. |
| Woodstock, Town of | Woodstock, N.B. |
| Xerox Canada Incorporated | Don Mills, Ont. |
| Yarmouth, Town of | Yarmouth, N.S. |
| York University-Scott Library | Downsview, Ont. |
| Zeller's Limited | Montreal, Que. |
| Zurich Life Insurance Company of Canada | Toronto, Ont. |

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| Acadian Economic Council | Moncton, N.B. |
| Association of Engineering Technicians & Technologists of Newfoundland | St. John's, Nfld. |
| Atlantic Canada Plus Association | Halifax, N.S. |
| Atlantic Center for the Environment | Ipswich, MA |
| Better Business Bureau Maritimes Inc. | Halifax, N.S. |
| CANWEC | Ottawa, Ont. |
| Canada Japan Trade Council | Ottawa, Ont. |
| Canadian Construction Association | Ottawa, Ont. |
| Canadian Energy Research Instite | Calgary, Alta. |
| Canadian Export Association | Ottawa, Ont. |
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| Canadian Institute for Economic Policy | Ottawa, Ont. |
| McLean-Hunter Publications | Toronto, Ont. |
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| Centre for International Business Studies | Halifax, N.S. |
| Conservation Council of New Brunswick | Fredericton, N.B. |
| Concordia Centre for Management Studies | Montreal, Que. |
| (The) Conference Board of Canada | Ottawa, Ont. |
| Ecology Action Centre | Halifax, N.S. |
| Economic Council of Canada | Ottawa, Ont. |
| C. D. Howe Research Institute | Toronto, Ont. |
| I.C.U.R.R. | Toronto, Ont. |
| Industrial Trade Shows of Canada | Toronto, Ont. |
| The Innovation Management Institute of Canada | Ottawa, Ont. |
| Institute of Man & Resources | Charlottetown, P.E.I. |
| Institute for Research on Public Policy | Ottawa, Ont. |
| Micro Media Ltd. | Toronto, Ont. |
| National Planning Association | Washington, DC |
| Newfoundland Ocean Industries Assn. | St. John's, Nfld. |
| North-South Institute | Ottawa, Ont. |
| Ecology House | Toronto, Ont. |
| Roads & Transportation Assoc. of Canada | Ottawa, Ont. |

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| 26-100 employees in region or regional sales up to $5 million | $250 | 2 |
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| 301-500 employees in region or regional sales from $26 to $50 million | $1000 | 4 |
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